



Foreign Affairs Manual Circular

UNIFORM STATE/USIA ISSUANCE

SUBJECT: Officer Performance Rating and
Development Appraisal Reports

State FAMC No. 481
USIA Circ. 317D and 327F

June 2, 1967

1. Purpose

This circular:

- a. Calls for submission of 1967 annual Performance Rating and Development Appraisal Reports for all American Foreign Service officer personnel of the Department of State and USIA, and for Performance Rating Reports on Civil Service officer personnel of the Department of State.
- Evaluation procedures for USIA Civil Service officer personnel are published in MOA V-A 450, and updated by an Agency announcement issued April 14, 1967.
- b. Eliminates the Development Appraisal Report for Civil Service officer personnel of the Department of State.
- c. Establishes a new policy on disclosure of the Development Appraisal Report for Foreign Service officer personnel of both agencies.
- d. Transmits information on training procedures and cites requirements for carefully prepared reports.
- e. Explains action to be taken on delinquent reports.
- f. Emphasizes the need for a careful review of 3 FAM 570 through 578.3(i).

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2. Submission of 1967 Reports

a. Foreign Service Officer Personnel

- (1) Annual Performance Rating (Form FS-315) and Development Appraisal (Form FS-315A) Reports on all officers in the Foreign Service of the Department and USIA are due in the Department and the Agency on July 15, 1967, for the rating year ending June 15, 1967, with the exception of probationary officers (see 3 FAM 573.8) and officers serving as Chiefs of Mission or Assistant Secretaries of State.
- (2) The Performance Rating Report is to be prepared in quadruplicate; the Development Appraisal Report in duplicate only. The original and one copy of both forms for each Foreign Service officer of the Department are to be forwarded to the Performance Evaluation Program (O/PE), and for each USIA officer to the Foreign Service Personnel Division (IPT/F) in a sealed envelope marked "Limited Official Use - Personnel Evaluation Report." One of the two remaining copies of the FS-315 is to be given to the rated officer and the other maintained at the post or office.

b. Civil Service Officer Personnel of the Department of State

Performance Rating Reports for Civil Service officers of the Department will be prepared and distributed following the same procedures as those applicable to Foreign Service personnel, except that ratings for Civil Service officers are due August 15, 1967. Development Appraisal Reports are not required for Civil Service officers.

ATTENTION IS INVITED TO ERRORS WHICH REMAIN IN THE FORM

- (1) Page 1, Form FS-315, Part II instruction should refer to 25 instead of 26 performance factors.
- (2) Page 4, Form FS-315, Part IIIC. should read: "Describe the depth and breadth of the officer's strengths and weaknesses...."

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3. Development Appraisal Reports

After a trial period of approximately 3 years in the use of the Development Appraisal Report, a step is now being taken to further improve the effectiveness of the over-all evaluation procedure. Officers will be given the opportunity to review the appraisal of their potential and the evaluation given by their supervisors for future growth and development.

Each Development Appraisal Report prepared on or after June 1, 1967, may be reviewed by the rated officer, upon his written request, when he is in Washington. A State Department officer should direct his request to the Senior, Mid-Career, or Junior Officer Program, as appropriate, and a USIA officer should direct his request to the Foreign Service Personnel Division. Rating officers should discuss the contents of the DAR as fully as possible at the time of preparation, but actual disclosure to the rated officer will be made only when he is in Washington, where the complete personnel record is maintained.

Each rating officer should complete a comprehensive Development Appraisal Report for this next rating period. A comprehensive report may have been completed previously by the same rating officer for a past rating period and a certain amount of repetition can be expected. Statements such as "no change from previous reports" or cryptic reports referring to past reports must be avoided so that a meaningful report can be made available upon request to the rated officer. The Development Appraisal Report is an evaluation of the rated officer's potential or "future"; the Performance Rating Report is an evaluation of the officer's performance or "past." Both reports must be consistent and the Development Appraisal Report should not repeat performance material or include performance material which is not in the Performance Rating Report. The Personnel Evaluation Program of the Department and Personnel Officers of USIA, as well as Selection Boards, will review reports for inconsistencies. Officers departing post before June 1967 should insure that they have completed the reports required of them, and all other rating officers should complete their reports on time so that the large number of officers normally on consultation in the summer months may, if desired, see these reports.

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4. Development Appraisal Reports on Civil Service Officer Personnel

The requirement that a Development Appraisal Report be completed on Civil Service officers of the Department of State has been eliminated. This decision was reached after an evaluation of the differences between the Foreign Service and Civil Service personnel systems and the conclusion that the DAR was less meaningful for Civil Service officers than for Foreign Service personnel. The DAR, however, will be completed on all FSO's, FSSO's, and FSR's.

5. Training

- a. Posts, bureaus, and offices should insure that the appropriate regulations, as well as the Guide for Rating Officers attached to FAMC-404, May 20, 1966, are duplicated or otherwise made available to all rating and reviewing officers to assist them in preparing their reports.
- b. For the Department of State, principal officers in the field and bureau heads in the Department are responsible for insuring that rating and reviewing officers are trained in the principles and operations of the personnel evaluation program. For USIA, heads of overseas establishments in the field and heads of offices and services in Washington carry out this responsibility.
- c. The importance of carefully prepared reports and the role they play in the future of every officer in our Service cannot be stressed too strongly. The carelessly prepared report, the repetitious report, or the too brief report can only do a disservice to the interests of our officers who will be in competition with their colleagues for promotion. It is imperative that reports be prepared carefully, and, whether they be laudatory or critical, contain concrete examples and illustrations supporting the over-all evaluation. Considerable time and effort is spent in providing an effective promotion system. Members on Selection Boards are chosen from the best available personnel in public life, other agencies, and our own Service, but the most important factor in insuring successful operation of the Boards and the continued high caliber of our Service is the quality of reports submitted for review.

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- d. The part played by reviewing officers is an important one and each reviewing officer must fully understand his responsibilities as listed under 3 FAM 572.4. It is expected that wherever possible the reviewing officer, through his own personal knowledge, will add another dimension to the appraisal prepared by the rating officer. Reviewing officers must be particularly careful to insure that there is a consistency between the Performance Rating Report and the Development Appraisal Report, and that no bias or prejudice enters into these appraisals. Review Panels, where they are used, will not review the Development Appraisal Reports, but should insure that the Performance Rating Report is complete, comprehensive, and free of bias, prejudice, or personality conflict.

6. Action on Delinquent Reports

- a. In order to insure prompt submission of personnel evaluation reports, each field post and each bureau in the Department shall transmit to the Performance Evaluation Program on July 15 for Foreign Service personnel, and August 15 for Civil Service personnel, a certification as of that date stating that all required reports have been despatched or, if this is not the case, identifying those officers on whom reports have not been submitted. Each office and service or field post in USIA shall transmit a similar certification on July 15 to the Foreign Service Personnel Division. These certifications, which may be transmitted by office memorandum, operations memorandum or airgram, should be in accordance with the following format:

"SUBJECT: SUBMISSION OF OFFICER PERSONNEL EVALUATION REPORTS

This is to certify that as of July 15, 1967 (August 15, 1967, for Civil Service officers in State), all required personnel evaluation reports have been transmitted to the Performance Evaluation Program, State, or Foreign Service Personnel Division, USIA, except as may be noted below:

<u>Name of Rated Officer</u>	<u>Name of Rating Officer</u>	<u>Name of Reviewing Officer</u>	<u>Reason for Non-Submission"</u>
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In the case of field posts of State, a copy of this certification should be forwarded concurrently to the executive director of the appropriate regional bureau.

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- b. The executive directors of all bureaus in State and the Foreign Service Personnel Division in USIA will take appropriate action to expedite the receipt of delinquent reports. By not later than July 31 for Foreign Service personnel and August 31 for Civil Service personnel of the Department, the Performance Evaluation Program of State will inform the respective executive directors of reports still delinquent.
 - c. Rating and reviewing officers who are delinquent in preparing and forwarding to the Department and the Agency reports by the dates specified shall have their files annotated to show this delinquency. In the case of Foreign Service personnel this delinquency will be brought to the attention of the Selection Boards. Inspectors will also be informed of those posts and individuals who are delinquent in submitting rating reports on time and will make special inquiries into the circumstances surrounding this delinquency during their next visit to the post. This year's precepts will direct the Selection Boards not to include an officer in the promotable group unless or until at least 9 months of the rating period are documented. This documentation may be indication of training, leave without pay, or situations where change of assignment, supervisors, etc., have precluded an effective evaluation. Otherwise the period will be documented by a Performance Rating Report.
- 7. Remove the "Guide for Rating Officers" attached to FAMC-404, May 20, 1966, for use with this circular, and cancel balance of FAMC-404 as noted below.
 - 8. This circular will be canceled 6 months from date of issuance unless previously canceled by codification in the Foreign Affairs Manual.

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CANCELLATIONS

FAMC-404 dated May 20, 1966, after removal of Enclosure "Guide for Rating Officers" (see item 7 above).

FAMC-214, June 12, 1964 (Also by TL:PER-163).

FAMC-307, May 5, 1965 (Also by TL:GS:H-30).

FAMC-382, February 24, 1966 (Also by TL:PER-163).

FAMC-411, June 3, 1966 (Also by TL:PER-163).

(O/PE)

(NOTE: Number of last circular issued: FAMC-480.)